

Message from the Director.....

With the implementation of this Action Plan for the Office of Administrative Services, we are publicly establishing our commitment to excellence and the dedication of our resources and energies to serving our customers by improving our business practices and programs at the Department of Energy (DOE). This Action Plan provides a road map for us to follow for the upcoming year; a description of the quality services our customers have come to expect from us; and, the metrics that will be used to measure our success. In these times of constant change, this Action Plan will help us better manage our programs and services to our customers.

This Action Plan engages each and every one of us and addresses the work we perform which supports the DOE Strategic Plan and other corporate Human Resources Management commitments. This Plan articulates what is important to us as an organization, our commitment to provide quality service to our customers, and our commitment to support the mission of the Department of Energy.

I encourage all of our employees and customers to work in partnership to implement the goals and commitments in the Plan and to focus on continual improvement to the Office of Administrative Services' products and services in the months ahead.

Linda G. Sye

Mission Statement

Working in partnership with our customers to provide quality services and products at a reasonable cost. We will team together to enhance the effectiveness and well being of our people so quality is always number one.

Vision Statement

We will achieve excellence as we move forward to a better tomorrow for a rewarding workplace that nurtures creativity, rewards achievement and is results-oriented.



The Office of Administrative Services Strategic Action Plan

March 1998
(REVISED MAY 1998)

The Office of Administrative Services, HR-2 Action Plan for 1998

The Office of Administrative Services provides: Department-wide guidance on printing, mail and library policy; Headquarters-wide management of facilities and property; and administrative support, direction and oversight to Headquarters mail, printing, copying, graphics, distribution, transportation and library services and activities.

Commitments that support our mission are presented below.

HR CORPORATE GOAL A: We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission.

ADMINISTRATIVE SERVICES STRATEGIC COMMITMENTS:

OAS Commitment #1	Strategies	Metrics	Progress Reporting	Responsible Person(s)	Linkages
Provide a safe, environmentally conscious, and energy efficient workplace for all Headquarters employees.	Improve safety awareness at the workplace through increased sharing of safety information. Also, complete health and safety improvements at the HQ facilities (FORS and GTN) to enhance accessibility and safety:			HR-211 (D. Bielan, 6-9285 or L. D'Angelo, 6-6080)	MBC #1,6,7 DOE-SP, Corporate Management Goal, Objectives 1,3
	<ul style="list-style-type: none"> Update Occupant Emergency Plans for office buildings at HQ 	Update by 10/31/98	Report provided annually to Dir, HR-2	HR-211, Steve Scott (6-3129)	
	<ul style="list-style-type: none"> Update Occupant Emergency Plans for two Child Development Centers 	Update by 10/31/98	Report provided annually to Dir, HR-2	HR-211.1, Cherylynn Williams (6-6093)	
	<ul style="list-style-type: none"> Conduct fire drills 	On-going	Report results as completed (at least quarterly) to HR-2	HR-211, Steve Scott (6-3129)	
	<ul style="list-style-type: none"> Continue accessibility upgrades by replacing auditorium doors (3) at GTN (one to be automatic) 	Design Complete 10/31/97 Installation Complete 5/1/98	Status (as available) included in weekly significant items report to Dir., HR-2	HR-211.2, Ken Grossnickle (3-3659)	
	<ul style="list-style-type: none"> Complete exterior wall repairs at GTN 	Complete 6/30/98	Status (as available) included in weekly significant items report to Dir., HR-2	HR-211.2, Ken Grossnickle (3-3659)	

OAS Commitment #1 (Con't.)	Strategies	Metrics	Progress Reporting	Responsible Person(s)	Linkages
	<ul style="list-style-type: none"> Replace the underground fuel oil storage tank at FORS to meet EPA requirements Replace 3 chlorofluorocarbons chillers in GTN Upgrade GTN fire alarm system Complete GTN North Entrance Road Improvement Project Continue partnership with the Office of Environment, Safety and Health to conduct the FY98 FEOSH survey Implement the HQ Ergonomics program. <p>Reduce energy consumption to comply with the Energy Policy Act of 1992 and Executive Order 12902.</p> <ul style="list-style-type: none"> Replace pumps with energy efficient pumps and motors as funds are available at Fors. Continue replacement/retrofit of lights in lobbies, stairwells and restrooms in GTN. Install gas meters at the GTN Boiler Plant. GTN Chiller Replacement Project <ul style="list-style-type: none"> - Complete design of new plant - Complete constuction and commission new plant 	<p>Complete 6/30/98</p> <p>Design Complete 5/15/98 Project Complete 9/30/99</p> <p>Design Complete 6/30/98 Award 9/30/98 Installation Complete 6/30/99</p> <p>Design Complete 10/30/97 Project Complete 12/31/98</p> <p>Conduct FEOSH survey 9/30/98 - Increase by 25% the number of respondents to the HR FEOSH survey</p> <p>Implement program by 9/30/98</p> <p>Reduce energy consumption by 30% by FY2005. - Straightline from 10% goal of FY1995 to 30% goal for FY2005, thus FY1998 goal is 16%.</p> <p>Complete 12/31/97</p> <p>Complete 9/30/98</p> <p>Complete 5/15/98</p> <p>Design complete 6/30/98 Project complete 9/30/99</p>	<p>Status (as available) included in weekly significant items report to Dir., HR-2</p> <p>Status (as available) included in weekly significant items report to Dir., HR-2</p> <p>Status (as available) included in weekly significant items report to Dir., HR-2</p> <p>Status (as available) included in weekly significant items report to Dir., HR-2</p> <p>Mgmt/Union/Emp team conduct survey of workplace and provide annual report by target date to Dir, HR-2</p> <p>Report provided to Dir, HR-2 by target date</p> <p>Report provided annually to HR-1 and EE-1. Quarterly status reports provided to Dir, HR-2. - Achieved 21.4% reduction at end of FY1997 - Achieved a 29.3% reduction for first half of FY1998</p> <p>Completed as scheduled.</p> <p>Status (as available) included in weekly significant items report to Dir., HR-2</p> <p>Status (as available) included in weekly significant items report to Dir., HR-2</p> <p>Status (as available) included in weekly significant items report to Dir., HR-2</p>	<p>HR-211.1, Cherylynne Williams (6-6093)</p> <p>HR-211.2, Ken Grossnickle (3-3659)</p> <p>HR-211.2, Ken Grossnickle (3-3659)</p> <p>HR-211.2, Ken Grossnickle (3-3659)</p> <p>HR-211, Steve Scott (6-3129)</p> <p>HR-211, Steve Scott (6-3129)</p> <p>HR-211.1, Mike Shincovich (6-1557)</p> <p>HR-211.1, Cherylynne Williams (6-6093)</p> <p>HR-211.2, Ken Grossnickle (3-3659)</p> <p>HR-211.2, Ken Grossnickle(3-3659)</p> <p>HR-211.2, Ken Grossnickle (3-3659)</p>	<p>Performance Agreement for Energy Mgmt at DOE HQ between EE & HR</p>

OAS Commitment #1 (Con't.)	Strategies	Metrics	Progress Reporting	Responsible Person(s)	Linkages
	<p>► Improvements to GTN HVAC system (e.g. additional insulation, replace air dampers, remove condensate piping and install door safing to main air handler units, etc.)</p> <p>- Complete design - Complete improvement project</p> <p>Implement a DOE Headquarters Energy Management Performance Agreement between HR and the Office of Energy Efficiency and Renewable Energy.</p>	<p>Design Complete 4/30/98 Project Complete 12/31/98</p> <p>Meet objectives of Energy Management Performance Agreement</p>	<p>Status (as available) included in weekly significant items report to Dir., HR-2</p> <p>Agreement signed and implemented in Feb.98. Objectives to be met and reported annually (by fiscal year) to HR-1 and EE-1.</p>	<p>HR-211.2, Ken Grossnickle (3-3659)</p> <p>HR-211, Louis D'Angleo (6-6080)</p>	

HR Corporate Goal B: We will provide best-value products and services to our customers.

ADMINISTRATIVE SERVICES STRATEGIC COMMITMENTS:

OAS Commitment #2	Strategies	Metrics	Progress Reporting	Responsible Person(s)	Linkages
Improve utilization of Headquarters space by reducing the number of facilities from 16 to 4 by the end of FY2000.	<p>Release 12 locations by end of FY2000</p> <p>Release 348,000 sq.ft. of space by end of FY2000</p> <p>Save \$22.6M in Rent by end of FY2000</p>	<p>Release 2 locations and 102K sq.ft. In FY1998 for a savings of \$3.6M in rent</p> <p>Release 1 location and 100K sq.ft. In FY1999 for a savings of \$5.27M in rent</p> <p>Release 1 location and 95K sq.ft. In FY2000 for a savings of \$9.9M in rent.</p> <p>Accomodate specific FY1998 Customer Space requests by Sept.30, 1998, e.g., complete realignment/consolidation of EM and FE</p> <ul style="list-style-type: none"> ▶ Complete GC 5/1/98 ▶ Complete RW 7/30/98 ▶ Complete EIA 7/30/98 ▶ Complete NN-20 8/30/98 ▶ Complete DP 8/30/98 	<p>Provide status at weekly "Space Issues" meeting with HR-1; include status in weekly significant items report to Dir., HR-2; Provide annual report to HR-1.</p> <p>-- As of 5/1/98, we have released 75,612 sq.ft. and saved \$2.8M.</p> <p>Update status, as available, provided in weekly significant items report to Dir., HR-2</p> <p>Current status --</p> <ul style="list-style-type: none"> -- FE completed 12/8/97 -- EM completed 12/28/97 -- EH completed 1/29/98 -- GC completed 5/4/98 	HR-211 (D. Bielan, 6-9285 or L.D'Angelo 6-6080)	<p>MBC #6,7</p> <p>DOE-SP, Corporate Management Goal, Objective 3</p> <p>Secretary's Performance Agreement with the President, Management Practices 1,6</p>

HR Corporate Goal C: We will be recognized by our customers as being a “Quality” organization by emphasizing customer satisfaction, employee satisfaction, and improved partnerships.

ADMINISTRATIVE SERVICES STRATEGIC COMMITMENTS:

OAS Commitment #3	Strategies	Metrics	Progress Reporting	Responsible Person(s)	Linkages
Develop and maintain program to provide goods and services to Departmental elements.	<p>Property Management Manual to be distributed</p> <p>Conduct an Accountable Property Representative Education Seminar</p> <p>Continue partnering with the field sites to reduce copying, shipping, postal and handling costs of transmitting the Department's printed information</p> <p>Continue benchmarking activities with focus on new services (website access); participate in interagency annual benchmarking activities to identify best-in-class for the photocopy, mail and printing business lines.</p> <p>Incorporate property and moving services into Working Capital Fund (WCF) for FY2000</p> <p>Conduct property inventory</p> <p>Incorporate Library Services and materials as a business line in the WCF for FY2000</p>	<p>Distribution of manual by 5/98</p> <p>Seminar conducted by 5/98</p> <p>Increased use of Docutech Electronic Publishing Systems by 10%</p> <p>Complete approximately 2 benchmarking activities per business line</p> <p>Submit input to WCF Board by 4/98</p> <p>HQ-wide inventory to be completed by 9/99</p> <p>On-going (input due to WCF Board by 4/98)</p>	<p>Report status of distribution by target to Dir, HR-2</p> <p>Report results of seminar by target date (following completion) to Dir, HR-2</p> <p>Team report annual results to Dir, HR-2</p> <p>Team provide results of benchmarking following completion; status reports provided to Dir, HR-2, as available.</p> <p>Proposal provided to Working Capital Fund Board by target date</p> <p>Reconciliation complete by target date. Progress reporting provided to Dir, HR-2 as available.</p> <p>Proposal provided to Working Capital Fund Board by target date</p>	<p>HR-212 (D. Bielan, A.Street, 6-9285; F.Zimmerman)</p> <p>HR-212 (D. Bielan, A.Street, 6-9285)</p> <p>HR-221 (B. Costlow, M. Anderson, 6-4375)</p> <p>HR-221 (B. Costlow, M. Anderson, 6-4375)</p> <p>HR-212 (D. Bielan, A.Street, 6-9285/John Harrison, 6-3611)</p> <p>HR-212 (D.Bielan, A.Street, 6-9285)</p> <p>HR-224 (B. Costlow, C. Morris, 6-4375/John Harrison, 6-3611)</p>	<p>MBC #6,7</p> <p>DOE-SP, Corporate Management Goal, Objective #3</p>

OAS Commitment #3 (Con't.)	Strategies	Metrics	Progress Reporting	Responsible Person (s)	Linkages
	<p>Upgrade Shared Library Network, as resources permit, to further address interconnectivity problems and add new information resources</p> <p>Increase alternative fuel vehicles to the HQ motor vehicle fleet</p> <p>Put in place a new Travel Management Contract to improve services to HQ</p> <p>Sponsor semi-annual or quarterly tabletop shows to introduce new supply items to customers and to upgrade product lines</p> <p>Sponsor a Printing, Mail and Library Services conference to provide guidance and direction on policies and regulations to all field sites</p>	<p>On-going</p> <p>Complete 12/98</p> <p>Complete 3/99</p> <p>On-going</p> <p>7/98 (every 3 years)</p>	<p>Complete report annually with interim status reports provide as needed to Dir, HR-2</p> <p>Annually (approximately 3rd quarter each year) to Dir, HR-2</p> <p>Report status information as available from GSA to Dir, HR-2</p> <p>Team report results from each show to Dir., HR-2</p> <p>Team report results following completion of conference to Dir, HR-2</p>	<p>HR-224, Charlie Morris, 6-4375; HR-22, Brian Costlow, 6-4375</p> <p>HR-222, Vince Brooks (6-4375); HR-22, Brian Costlow (6-4375)</p> <p>HR-222, Vince Brooks (6-4375); HR-22, Brian Costlow (6-4375)</p> <p>HR-212, Amos Street (6-9285); HR-213, Ginny Bitler (3-2074)</p> <p>HR-22, Brian Costlow (6-4375)</p>	

OAS Commitment #4	Strategies	Metrics	Progress Reporting	Responsible Person(s)	Linkages
Become a recognized leader in Quality Management (QM) principles.	<p>Use MB Criteria as a roadmap to success</p> <p>Use EQA to track progress and measure improvements</p> <p>Identify improvement initiatives annually based on EQA feedback reports and/or self-assessments</p> <p>Implement and enhance systems that effectively disseminate quality related information throughout the Department</p>	<p>Improve MB self-assessment or EQA scores</p> <p>Increase positive responses by 5% to questions on employee survey concerning HR leadership using QM principles</p> <p>Increase number of team awards recognizing quality efforts</p>	<p>HR-2 Team provides status input to HR-1 as requested.</p> <p>HR-2 Team provides status input to HR-1 as requested.</p> <p>HR-2 Team provides status input to HR-1 as requested.</p>	<p>L.Smith (6-8082)</p> <p>All Managers, (L.Smith, 6-8082)</p> <p>All Managers, (L.Smith, 6-8082)</p>	<p>MBC #1-7</p> <p>DOE-SP, Corporate Management Goal, Objective #3 (Strategey #4)</p>

OAS Commitment #5	Strategies	Metrics	Progress Reporting	Responsible Person(s)	Linkages
Continue to meet and/or exceed customer needs and expectations.	<p>Conduct annual customer satisfaction surveys</p> <p>Develop action plan to address survey results</p> <p>Improve customer satisfaction</p>	<p>Increase customer satisfaction levels by 5% per year over previous year survey results for key products and services.</p>	<p>HR-2 Team provides status input to HR-1 as requested.</p>	<p>All Managers, (L.Smith, 6-8082)</p>	<p>MBC #3,7</p> <p>DOE-SP, Corporate Management Goal, Obj. #2 (Strategy #2)</p>

HR Corporate Goal D: We will enhance the effectiveness, well-being, and satisfaction of HR employees.

ADMINISTRATIVE SERVICES STRATEGIC COMMITMENTS:

OAS Commitment #6	Strategies	Metrics	Progress Reporting	Responsible Person(s)	Linkages
Align workforce with organizational goals, commitments, and priorities.	Develop, assess and implement a unified approach to fill organizational skill gaps that involve training, re-assignments, promotions, hiring, re-engineering processes, and/or re-designing jobs	<p>Increase by 5% each year employee satisfaction with job structure and self-directed responsibilities</p> <p>Increase by 5% each year customer satisfaction with timeliness and quality of products and services</p>	<p>Team provides status report to Dir, HR-2 as available. HR-2 Team provides status input to HR-1 as requested.</p> <p>Team provides status report to Dir, HR-2 as available. HR-2 Team provides status input to HR-1 as requested</p>	<p>All Managers, (E. Greenfield, 6-3154, L.Smith, 6-8082)</p> <p>All Managers, (E. Greenfield, 6-3154, L.Smith, 6-8082)</p>	<p>MBC #5,7</p> <p>DOE-SP, Corporate Management Goal, Objective #3</p> <p>SPA, HR#4</p>

OAS Commitment #7	Strategies	Metrics	Progress Reporting	Responsible Person(s)	Linkages
Model a learning organization.	<p>Capture individual learning needs in new or revised Individual Development Plans (IDPs) that reflect organizational skills needs and individual preferences.</p> <p>Evaluate effectiveness of IDPs each year</p> <p>Develop OAS training plan and evaluate plan implementation</p> <p>Employ a variety of individual learning strategies including job rotations, special assignments, mentoring, learning teams, and self-development.</p>	<p>100% of employees have new or revised IDPs in place each year</p> <p>Effectiveness of IDPs increases each year, based on employee satisfaction survey results</p> <p>Top 2 to 5 organizational training priorities identified in the annual training plans are met each calendar year</p> <p>Plan and implement one new organizational learning strategy by each organization and evaluate for effectiveness</p>	<p>Interim status reporting provided to HR-2 Dir. as requested. Report to HR-1 annually as requested.</p> <p>Interim status reporting provided to HR-2 Dir. as requested. Report to HR-1 annually as requested.</p> <p>Interim status reporting provided to HR-2 Dir. as requested. Report to HR-1 annually as requested.</p> <p>Interim status reporting provided to HR-2 Dir. as requested. Report to HR-1 annually as requested.</p>	<p>All Managers, (E.Greenfield, 6-3154, L.Smith, 6-8082)</p> <p>E.Greenfield, 6-3154, L.Smith, 6-8082</p> <p>E.Greenfield, 6-3154, L.Smith, 6-8082</p> <p>All Managers, (E. Greenfield, 6-3154, L.Smith, 6-8082)</p>	<p>MBC #5,7</p> <p>DOE-SP, Corporate Management Goal, Objective #3</p> <p>SPA, HR#4</p>

OAS Commitment #8	Strategies	Metrics	Progress Reporting	Responsible Person(s)	Linkages
Establish a consistent and reliable system to support and monitor levels of employee well-being and satisfaction.	<p>Develop an effective communications program. Implementation includes:</p> <ul style="list-style-type: none"> Weekly staff meetings for all employees At least 4 all-hands meetings per year Dissemination of weekly reports to all employees <p>Review and report [trend] indicators of employee well-being and satisfaction annually</p> <p>Conduct annual employee satisfaction survey and prepare action plan to address the top two or three areas of employee concerns.</p>	<p>Increase of 5% in employee satisfaction rate with communication of information</p> <p>Track data trends of employee well-being and satisfaction annually</p> <p>Address top three areas of employee concerns; show improvement from previous</p>	<p>Interim status reporting provided to HR-2 Dir. as requested. Report provided to HR-1 annually as requested</p> <p>Interim status reporting provided to HR-2 Dir. as requested. Complete report provided to HR-1 annually as requested</p> <p>Interim status reporting provided to HR-2 Dir. as requested. Complete report provided to HR-1 annually as requested</p>	<p>All Managers, (E.Greenfield, 6-3154, L.Smith, 6-8082)</p> <p>E.Greenfield (6-3154), L.Smith (6-8082)</p> <p>All Managers, (E.Greenfield, 6-3154, L.Smith, 6-8082)</p>	<p>MBC #5,7</p> <p>DOE-SP, Corporate Management Goal, Objective #3</p> <p>SPA, HR#4</p>